

EPAUnited States Environmental Protection Agency
Washington, DC 20460**Work Assignment**

Work Assignment Number

2-45

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Other

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Amendment Number:

Contract Number

EP-W-10-C02

Contract Period 11/19/2009 To 11/18/2014

Base

Option Period Number 2

Title of Work Assignment/SF Site Name

Key Performance Indicator

Contractor

INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW

Element 111, Section 3, para 1, pages 10-11

Purpose:

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Work Assignment

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Work Assignment Close-Out

☐

Work Assignment Amendment

☐

Incremental Funding

☐

Work Plan Approval

Period of Performance

From 11/19/2011 To 11/18/2012

Comments:

The purpose of this action is to initiate Work Assignment 2-45. The Contractor shall submit a work plan and estimated budget.

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Superfund

Accounting and Appropriations Data

☒

Non-Superfund

SFO

(Max 2)

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Note: To report additional accounting and appropriations data use EPA Form 1900-69A.

Line	DCN (Max 6)	Budget/FY (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class (Max 4)	Amount (Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1										
2										
3										
4										
5										

Authorized Work Assignment Ceiling

Contract Period:

Cost/Fee:

LOC:

11/19/2009 To 11/18/2014

This Action:

Total:

Work Plan / Cost Estimate Approvals

Contractor WP Dated:

Cost/Fee:

LOC:

Cumulative Approved:

Cost/Fee:

LOC:

Work Assignment Manager Name Terrell Lasane

Branch/Mail Code:

Phone Number 202-566-0705

FAX Number:

(Signature)

(Date)

Project Officer Name Cheryl R. Brown

Branch/Mail Code:

Phone Number 202-566-0940

FAX Number:

(Signature)

(Date)

Other Agency Official Name

Branch/Mail Code:

Phone Number:

FAX Number:

(Signature)

(Date)

Contracting Official Name Jami Rodgers

Branch/Mail Code:

Phone Number 202-564-4781

FAX Number:

(Signature)

(Date)

Work Assignment Form (WebForms v1.0)

Work Assignment Statement of Work

Title: Community Key Performance Indicator: Assessment of Promising Practices

Contractor: IEc, Inc.

Contract No.: EP-W-10-002

Work Assignment Number: 2-45

Estimated Period of Performance: Date of Issuance to November 18, 2012

Key EPA Personnel:

Work Assignment COR (WA COR): Terrell P. Lasane
Office of Policy
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Alternate WA COR Michelle Mandolia
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Contract Level COR: Cheryl R. Brown
CMG/OP (1805T)
202/566-0940

BACKGROUND AND PURPOSE:

The goal of the “Community KPI” is to replicate and expand the use of promising practices from EPA’s multi-media community-based programs to improve their efficiency and effectiveness for reducing environmental risks and promoting healthy communities. Implementation of this KPI will improve EPA’s collective understanding of how to harmonize EPA’s programs to strengthen the way EPA supports communities through its grant and technical assistance programs.

The goal of this multi-office exercise will be to conduct an agency-wide assessment of promising practices and lessons learned from regional implementation of community-based programs (e.g., CARE, EJ Showcase Communities, Partnership for Sustainable Communities, Brownfields & Area-Wide Planning Projects, Urban Waters) by May 2012. Senior Managers from across the agency and from regions, well versed in community-based work, will be engaged in this process.

The WA COR (a staff member from Office of Policy’s (OP) Evaluation Support Division (ESD)) will direct the work of the contractor. A cross-agency team including staff from OP’s Office of Sustainable Communities (OSC), OSWER, OECA, Region 1, Region 5, and Region 7 work collaboratively to provide information relevant to support this effort. The creation of a compendium of promising practices will be undertaken with analytic approaches that will be defensible to diverse stakeholders who may want to apply these identified practices to improve programs and to guide strategic management decisions. Because of the heterogeneity of the community-based programs, the practices identified and promoted in the compendium will need to balance the diversity of program elements with the transferability of lessons that can be applied to most programs.

Based on the identified promising practices, one underserved and overburdened community will be selected in each region in which to apply the senior management recommendations. The application of these recommendations will begin by September 2012 through use of the Community Action for a Renewed Environment (CARE) program infrastructure and other tools to align Agency resources and leverage partnerships with public and private sector entities.

As EPA engages in an “agency-wide assessment of promising practices and lessons learned from regional implementation of community based programs” it will employ the Department of Health and Human Services’ criteria of a promising practice below:

- | | |
|---------------------------|---|
| Promising Practice | <ul style="list-style-type: none">▪ Suggested effectiveness in addressing a common problem.▪ Successful use in one organization and context.▪ Potential for replicability.▪ Limited supporting data from comparison to objective benchmarks with positive results.▪ Limited supporting data from internal assessment. |
|---------------------------|---|

The involvement of the measurement and analytic experts of ESD provide quality assurance that the standard-of-proof of effectiveness employed is transparent and replicable.

The following questions shall guide this assessment:

- To what degree do promising practices:
- Improve delivery of environmental programs to communities,
- Improve leveraging partnerships and resources; and
- Improve internal program operations.

The results of this assessment work will provide key information to guide the work and decision-making of two sub-committees of the larger Community KPI coordination workgroup. The Assessment Team and the Recommendations Team of this larger workgroup will be primarily informed by the assessment's findings and recommendations.

Qualification Criteria for Personnel

The team assigned to this work assignment collectively must have expertise in the following areas:

- a. Community-Based Programs
- b. Evaluation of EPA programs
- c. Engagement of economically disadvantaged communities
- d. Development of lessons and best practices

Quality Assurance (QA) Requirements

Check [] Yes or [X] **NO**, if the following statement is true or false. The Contractor shall submit a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models with their technical proposal.

TASKS AND DELIVERABLES:

The work assignment (WA) Contracting Officer Representative (COR) will review all deliverables in draft form and provide revisions and/or comments to the contractor. The contractor shall prepare the final deliverables incorporating the WA COR's comments.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

NOTE REGARDING WORK ASSIGNMENT DELIVERABLES AND TECHNICAL DIRECTION:

The Work Assignment Contracting Officer's Representative (WA COR) is authorized to issue technical direction (TD) under this work assignment. The COR will follow-up all oral technical direction in writing within 5 days.

TASK 1: DEVELOP A WORKPLAN

"The contractor shall prepare a workplan within 15 calendar days of receipt of a work assignment signed by the Contracting Officer. The workplan shall outline, describe and include the technical approach, resources, timeline and due dates for deliverables, a detailed cost estimate by task and a staffing plan. The WA COR, Contract Level COR and the CO will review the workplan. However, only the CO can approve/disapprove the workplan. The contractor shall prepare a revised workplan incorporating the Contracting Officer's comments, if required."

Deliverables and Schedule Under Task 1

1a Contractor workplan	Within 15 calendar days of receipt of comments from the CO, if required.
1b Revised workplan	Within 5 calendar days of receipt of comments from the Contracting Officer, if required

TASK 2: DOCUMENT REVIEW AND DESIGN METHODOLOGY

[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]

- 2-1 PARTICIPATE IN A CONFERENCE CALL. The contractor shall participate in a conference call with the WA COR and other Agency staff (OSC, OSWER, OECA, Region 1, Region 5, and Region 7). During the conference call, the WA COR and contractor will discuss background information on the purpose, audience, key assessment questions, selection criteria, time line and available information sources for the KPI assessment (See below). The information discussed during the conference call will provide context for this effort. Therefore, during this meeting, the contractor shall ask any clarifying questions of EPA. The COR will contact the contractor and provide a time and date for the conference call. For the purposes of costing the contractor shall assume two one-hour conference call and 2 hours of preparation for and follow-up from these calls. Within 2 calendar days after attending the conference call, the contractor shall deliver a memo summarizing the outcome of the discussion.

Purpose: The purpose of this effort is to conduct an agency-wide assessment of promising practices and lessons learned from regional implementation of community-based programs.

Audience: The primary audience for this effort is EPA staff in headquarters and regional offices who, coordinate and implement EPA's community-based programs.

Example Assessment Questions: The following questions shall guide this assessment:

To what degree do promising practices:

- Improve delivery of environmental programs to communities,
- Improve leveraging partnerships and resources; and
- Improve internal program operations.

Example Selection Criteria:

A promising practice in community-based program work is a practice that:

- Could be successfully applied in other locations by other regional staff.
- Demonstrated effectiveness in achieving a desired outcome of a program/project/initiative
- Has been replicated to success at least once and;
- Can be described as a success based on supporting data from objective benchmarks or by other data obtained from an internal assessment.

- 2-2 REVIEW DOCUMENTS. As mentioned above, the purpose of this effort is to conduct an agency-wide assessment of promising practices and lessons learned from regional implementation of community-based programs. EPA has developed an initial list of promising practices the contractor shall consider. The WA COR will provide the contractor with relevant links and essential documents to become familiar with the history, goals, and status of each community promising practice to be considered in this task. In addition, the WA COR will direct the contractor to relevant documents that will inform and guide the development of a KPI assessment approach that will address the key assessment questions. For purposes of costing, the contractor shall assume up to 10 hours are needed for this task.
- 2-3 ASSIST IN FINALIZING A LOGIC MODEL. The development of a logic model is an essential tool in developing a common understanding of a program's inputs, outputs and activities. As an initial step in preparation for the assessment, EPA began developing a logic model of its Community-Based KPI Coordination Workgroup. The WA COR will share the draft logic model with the contractor. Based on information gathered from the conference call (Task 2-1) in the Contract SOW, the contractor shall revise the logic model using software (e.g., Microsoft Word, Power Point) that can be manipulated/revised by EPA. The contractor shall finalize the logic model within 5 calendar days after receipt of comments on draft(s) of the logic model from the WA COR.
- 2-4 DESIGN KPI ASSESSMENT APPROACH. The contractor shall prepare a draft KPI assessment approach, using information obtained in the conference call (Task 2-1), document review (Task 2-2) and logic modeling exercise (Task 2-3). This approach will describe/document the method and criteria the contractor will use to analyze and select the case examples that will be included in a compendium of promising practices and lessons learned. In preparing the approach, the contractor shall ensure that the assessment approach will address the purpose, audience, and the key assessment questions discussed during the conference call (Task 2-1). The draft approach will also include a proposed schedule for each of the following t SOW: tasks: (1) all information gathering under Task 3-1 (including interviews); (2) the analysis and summary of information gathered (Task 3-2, 3-3 and 3-4) and (3) providing a draft briefing (Task 3-5). The draft KPI assessment approach shall include a one-page executive summary that highlights the draft approach and a proposed schedule for carrying out the work. The final assessment approach will be due 5 calendar days after receipt of comments on the preliminary draft assessment approach from the WA COR, via TD.

Deliverables and Schedule Under Task 2

2-1a	Participate in conference call	To be specified by the WA COR
2-1b	Information summary from conference	2 calendar days after call
2-2	EPA CP Program Document Review	7 calendar days after receipt of documents
2-3	Revision of Draft Logic Model	5 days after receipt of EPA draft logic model
2-4	Draft assessment approach	5 calendar days after receipt of TD from WA COR
2-4b	Final assessment approach	5 calendar days after receipt of comments via TD from WA COR

TASK 3: INFORMATION COLLECTION AND REPORTING

[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]

- 3-1 INFORMATION GATHERING. EPA will solicit several (up to 5) promising practices from a sub-set of the agency's 27 community-based programs and will provide the contractor with the case examples. Any information gathering shall be in accordance with Office of Management and Budget policies for information collection requests, if applicable. Within 5 days after the WA COR approves the final assessment approach in Task 2-4b, the contractor shall follow up with program contacts to obtain additional information about the promising practices, if additional information is required to answer KPI assessment questions.. The contractor shall share any new information gathered with the WA COR. For purposes of costing, the contractor shall assume up to 16 hours for information gathering which will include interviews with key stakeholders in use of the promising practice. Also, the contractor shall participate in relevant calls of the Assessment and Recommendation teams as deemed appropriate by the WAM COR. An additional 20 hours of work should be assumed for participation/note-taking during these meetings.
- 3-2 MEMO OF PROMISING PRACTICES ASSESSMENT FOR ASSESSMENT TEAM. The contractor shall prepare a draft memorandum briefly summarizing the themes and variations observed in the promising practices examined. The themes shall be analyzed in the context of the contractor's expert knowledge of the best practices used in community based programs, additional information gathered in Task 3-1, and information gathered from the Assessment Team of the larger Community-Based KPI workgroup. The draft memo will be due in accordance with the schedule included in the final approach.
- 3-3 MEMO OF PROMISING PRACTICES ASSESSMENT FOR RECOMMENDATION TEAM. Based on information gleaned from the discussions with the workgroup and information collected in carrying out the approved approach, the contractor shall prepare a final memorandum of this promising practices assessment. The contractor shall answer questions about the memorandum, posed by the Assessment Team on a teleconference and revise the memorandum after this call. The WA COR will determine if the memo requires revision by the contractor or whether EPA staff

will make those potential revisions and modifications. The WA COR will issue technical directions for any required modifications to the Promising Practices memo. Based on the conclusions drawn from the findings presented in the promising practices analysis, the Assessment Team will consult with the Recommendations Team to establish a set of recommended strategies that may be deployed by the region and applied to improve community based programs. With technical direction from the WA COR, the contractor shall prepare a memo that summarizes the results of the assessment. This memorandum may not be required if it does not differ from the memo prepared for the assessment team or if EPA staff and personnel find it more useful to craft the final recommendations that grow from the Assessment of the Community KPI.

- 3-4 **GAP ANALYSIS OF PROMISING PRACTICES DEPLOYED IN COMMUNITY BASED PROGRAMS.** Based on all information collected for this exercise, the contractor shall conduct a gap analysis to summarize what strategies appear to be in need of further attention in helping EPA meet its goals and objectives in deploying the most promising practices that can be implemented within the fiscal, programmatic, and geocultural constraints of EPA's community based programs. The contractor shall summarize the recommendations that have been independently gleaned from the review of the practices and, with input from key stakeholders, shall describe a recommended plan of action for deployment of future strategies and drawn from the findings presented in the promising practices analysis, paying particular emphasis on deficits identified in meeting logic model outcomes. A Gap Analysis memo may be created with a set of recommendations about how these practices may be deployed and applied to improve community based programs based on published research in the area. The GAP Analysis will be descriptive and not prescriptive. The contractor shall communicate the themes in practices that have been gleaned in the assessment, shall summarize how these practices have fared in other community-based contexts uncovered in the literature, and will summarize noted gaps in addressing desired outcomes and questions/analytics for assessing these gaps as discussed by EPA's Community KPI workgroup.
- 3-5 **BRIEFINGS FOR ASSESSMENT AND RECOMMENDATION TEAMS.** The contractor shall prepare summary presentations of the findings included in each memo for the Assessment and Recommendation Teams, if required. The contractor should be prepared to brief the collective or individual teams on the result of this assessment and share any conclusions drawn in an interactive discussion which allows further probing of the conclusions drawn from EPA community-based personnel. The need for and specific nature and content of these briefings will be determined by the WA COR and will be issued to the contractor by the WA COR via technical direction.

Deliverables and Schedule Under Task 3

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|------|-----------------------|--|
| 3-1a | Information Gathering | In accordance with Assessment Approach schedule approved by the COR in Task (2-4b) |
| 3-2 | Assessment Team Memo | In accordance with Assessment Approach schedule approved by the COR in Task (2-4b) |

3-3	Recommendations Team Memo	Issued via WA COR technical direction
3-4	GAP Analysis	Issued via WA COR technical direction
3-5	Committee Briefings	Issued via WA COR technical direction

EPA United States Environmental Protection Agency Washington, DC 20460 Work Assignment		Work Assignment Number 2-45 <input type="checkbox"/> Other <input type="checkbox"/> Amendment Number:								
Contract Number EP-W-10-002	Contract Period 11/19/2009 To 11/18/2014 Base Option Period Number 2	Title of Work Assignment/SF Site Name Key Performance Indicator								
Contractor INDUSTRIAL ECONOMICS, INCORPORATED		Specify Section and paragraph of Contract SOW Element III, Section 1, para 1, pages 10-11								
Purpose: <input type="checkbox"/> Work Assignment <input type="checkbox"/> Work Assignment Close-Out <input type="checkbox"/> Work Assignment Amendment <input type="checkbox"/> Incremental Funding <input checked="" type="checkbox"/> Work Plan Approval		Period of Performance From 11/19/2011 To 11/18/2012								
Comments: The purpose of this action is to approve the Contractor's Work Plan and cost estimate dated April 11, 2012 for 220 LOE hours, Cost (b)(4) and Fee (b)(4)										
<input type="checkbox"/> Superfund Accounting and Appropriations Data <input checked="" type="checkbox"/> Non-Superfund										
SFO (Max 2) <input type="checkbox"/> Note: To report additional accounting and appropriations data use EPA Form 1900-69A.										
Line	DCN (Max 8)	Budget/FY (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class (Max 4)	Amount (Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1										
2										
3										
4										
5										
Authorized Work Assignment Ceiling										
Contract Period		Cost/Fee: \$0.00		LOE:						
11/19/2009 To 11/18/2014										
This Action:		\$24,986.55								
Total:		\$24,986.55								
Work Plan / Cost Estimate Approvals										
Contractor WP Dated: 04/11/2012		Cost/Fee: \$24,986.55		LOE: 220						
Cumulative Approved:		Cost/Fee \$24,986.55		LOE: 220						
Work Assignment Manager Name Terrell Lasano								Branch/Mail Code:		
_____ (Signature)								Phone Number 202-566-0705		
_____ (Date)								FAX Number:		
Project Officer Name Cheryl R. Brown								Branch/Mail Code:		
_____ (Signature)								Phone Number 202-566-0940		
_____ (Date)								FAX Number:		
Other Agency Official Name								Branch/Mail Code:		
_____ (Signature)								Phone Number:		
_____ (Date)								FAX Number:		
Contracting Official Name Sam Rodgers								Branch/Mail Code:		
_____ (Signature)								Phone Number 202-564-4781		
_____ (Date) 5/10/12								FAX Number:		

EPAUnited States Environmental Protection Agency
Washington, DC 20460**Work Assignment**

Work Assignment Number

2-45

☐ Other ☐ Amendment Number

Contract Number

EP-W-10-002

Contract Period 11/19/2009 To 11/18/2014

Base

Option Period Number 2

Title of Work Assignment/SF Site Name

Key Performance Indicator

Contractor

INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW

Element III, Section 1, para 1, pages 10-11

Purpose:

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Work Assignment

☐

Work Assignment Close-Out

☐

Work Assignment Amendment

☐

Incremental Funding

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Work Plan Approval

Period of Performance

From 11/19/2011 To 11/18/2012

Comments:

The purpose of this action is to approve the contractor's request dated August 28, 2012 for a "No Cost Level of Effort (LOE) increase" of 7 LOE hours. This request increases the total from 220 LOE hours to 227 LOE hours at no additional cost to the Government.

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Superfund

Accounting and Appropriations Data

☒

Non-Superfund

Note: To report additional accounting and appropriations data use EPA Form 1900-69A

SFO

(Max 2)

☐

Line	DCN (Max 6)	Budget/FY (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class (Max 4)	Amount (Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1										
2										
3										
4										
5										

Authorized Work Assignment Ceiling

Contract Period

Cost/Fee

11/19/2009 To 11/18/2014

LOE

This Action:

Total

Work Plan / Cost Estimate Approvals

Contractor WP Dated

08/28/2012

Cost/Fee

\$24,986.55

LOE: 227

Cumulative Approved

Cost/Fee

~~\$24,986.55~~ 24,986.55

LOE: 227

Work Assignment Manager Name Terrell Lasane

Branch/Mail Code:

Phone Number 202-566-0705

FAX Number:

Project Officer Name Cheryl R. Brown

Branch/Mail Code:

Phone Number 202-566-0940

FAX Number:

Other Agency Official Name

Branch/Mail Code:

Phone Number:

FAX Number:

Contracting Official Name

Branch/Mail Code:

Phone Number 202-566-4787-1987

FAX Number:

Work Assignment Form (WebForm only: 0)